



County of Los Angeles CHIEF EXECUTIVE OFFICE

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SACHI A. HAMAI
Interim Chief Executive Officer

June 22, 2015

To: Mayor Michael D. Antonovich
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe

From: Sachi A. Hamai 
Interim Chief Executive Officer

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SHERIFF'S DEPARTMENT HIRING STRATEGY: RECRUITMENT CAMPAIGN AND PRELIMINARY HIRING CAPACITY ASSESSMENT (ITEM 50-A, AGENDA OF APRIL 14, 2015)

On April 14, 2015, the Board directed the Chief Executive Officer to work with the Sheriff and report back on a hiring and recruitment plan which includes strategies for attracting qualified and diverse applicants for Deputy Sheriff and Custody Assistant positions, an analysis of the Sheriff's existing and projected needs for fulfilling its recruitment and hiring goals, and corresponding funding recommendations.

Hiring Capacity and Vacancy Rates

As of June 7, 2015, the Sheriff's Department (Department) currently has 697 vacant sworn positions, an annual attrition rate of 342 sworn positions, and a fiscal year (FY) 2015-16 Final Changes budget recommendation of an additional 369 sworn and 98 custody assistant positions that are needed to comply with various settlement and contract service agreements within custody and patrol. The sworn positions are comprised of 257 new sworn positions, 45 sworn positions previously approved on interim ordinance authority, and the conversion of unincorporated patrol overtime costs into 67 sworn positions, see Attachment I. A pending amendment to the transit service patrol agreement is anticipated to require an additional 81 sworn positions later this fiscal year. Therefore, a total of 450 new sworn positions will be needed during FY 2015-16.

The Department's ability to hire this number of staff has practical limitations; specifically, the rigorous application, screening, and hiring process that effectively filters the applications into a small pool of qualified candidates who meet the Sheriff's professional standards and expectations and enter the training academy.

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The Department currently operates three academy tracks which each graduates two classes annually. During the FY 2015-16 Final Changes budget phase, funding for an additional academy track is recommended which will bring a total of 8 classes staggered throughout the year. The Department's goal is to fill each class with a minimum of 80 deputy sheriff trainees. Based on a historical dropout rate of 20%, only 64 deputy sheriff trainees are projected to successfully complete the academy, graduate, and be hired as a sworn deputy. Therefore, upon full implementation of four academy tracks, the Department estimates its annual hiring capacity will be approximately 512 deputy graduates.

Based on existing vacancy, attrition, and the additional staffing demands this fiscal year compared to the hiring capacity, it will take the Department five to six years to fill all these positions and maintain a hiring rate comparable to attrition. As reflected in Table 1, this projection is optimistic and assumes no change in contract city service levels nor any further unanticipated staffing demands, as recently experienced with the Public Safety Realignment Act of 2011 (AB109), the Citizens Commission on Jail Violence, and the current settlement agreements.

Table 1: Hiring Plan Projection

	Number of Sworn Positions					
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Current Vacant Positions ¹	697	1,050	901	731	561	391
Estimated Annual Attrition	342	342	342	342	342	342
FY 2015-16 Staffing Needs	450	21	TBD	TBD	TBD	TBD
TOTAL VACANT POSITIONS	1,489	1,413	1,243	1,073	903	733
Academy Graduates	439	512	512	512	512	512
YEAR-END VACANT POSITIONS	1,050	901	731	561	391	221

¹ Excludes 460 positions frozen for salary savings.

The Sheriff has maintained that the graduates of each academy class will be deployed based on the Department's needs and priorities at that time. As the Department works to permanently fill its positions with new hires, existing staff will utilize overtime to maintain appropriate services levels within custody, patrol, and other divisions.

Recruitment Campaign

The Department's development of an enhanced recruitment campaign is critical for increasing the number of qualified candidates entering the Academy, meeting the minimum annual goal of 512 deputy graduates, and reducing the vacancy rate.

The Department has a recruitment unit of eight staff, including four deputy recruiters and one custody assistant recruiter. The remaining staff are responsible for administrative functions, including developing marketing materials, scheduling recruitment events, and handling logistics. Within the last two weeks, the Department temporarily assigned an additional four deputy recruiters from the background investigations unit to assist in manning recruitment events. Dedicated resources have also been allocated to the north county recruitment efforts.

A collaboration between Sheriff's Personnel and Strategic Communications units are revamping the Department's print and digital marketing materials. Unlike the prior recruitment campaigns, this collaboration is utilizing focus groups that provide feedback on content, image, and resonance to key demographics, detailed later in this report. There is a significant difference in the recruitment message being conveyed: the existing recruitment posters are generic "Now Hiring" posters, whereas, the new recruitment media emphasis on the attributes of deputies and the Department with messages such as "This is not just a Deputy, this is a Mentor," "Not because someone has to, Because you're the One Who Can," "She's not just a Mom, She's a Local Hero," and "Inspiring the Next Generation. It's who we are. It's what we do." The marketing campaign will also highlight the influence of family and diverse career opportunities within the Department with images ranging from patrol, search and rescue, and other specialty units. Attachment II is an example of existing recruitment posters and Attachment III is an example of the proposed new marketing strategy.

In addition to the overhaul of the printed material and the development of an extensive digital marketing campaign, the Department has expanded the number of events that recruiters attend throughout Southern California. The face-to-face recruitment efforts include career fairs, military bases, high school and college campuses, faith-based/community organization events, community fairs/festivals, patrol station open houses, law enforcement expos, etc. During the past 30 days, recruiters have attended 12 college job fairs, 11 community/church group events, and 8 career events on military bases. In addition, the Department hosted two recruitment seminars and a large scale hiring event that conducted onsite written testing to 585 deputy sheriff trainee applicants. Similar large scale events are scheduled in each Supervisorial District, one every other month. The Department hosted on-site testing at East Los Angeles College on June 5, 2015, attracting more than 100 potential candidates, and is working to host onsite testing at Camp Pendleton in the near term and additional

colleges, community centers and military bases moving forward. As the largest Sheriff's department in the country, the Department has recently initiated the development of a national recruitment campaign.

Table 2: Recruitment Activity

Fiscal Year	Number of Events	Estimate No. Attendees
2012-13	172	261,290
2013-14	141	203,500
2014-15	230	300,750
2015-16 (estimated)	270	500,000

Recruiters also disseminate custody assistant information at recruitment events. Additionally, deputy sheriff applicants who do not meet the required medical, psychological, or physical ability component, but still meet the custody assistant standards, are actively encouraged to apply. The application period for custody assistant was recently opened for a five day period. During that time, the Department received over 1,900 applications.

The Department has partnered with the Department of Public Social Services (DPSS) and Probation Department (Probation). While the Sheriff's extensive background process is being conducted, military veterans who have applied to be a deputy are referred to apply to DPSS' Veteran Intern program. The Department is also in discussion with Probation about hosting joint recruitment events so that we ensure the best candidates are placed in the most appropriate job classification within the County.

Candidate Profile

The goal of the Department's recruitment effort is to identify the highest qualified candidates with the following attributes:

- Possess and demonstrate integrity
- Demonstrated ability to use good judgment and problem solving
- Capacity for empathy and compassion
- Capacity for multi-tasking
- Ability to demonstrate courage and to take responsibility
- Ability to be resourceful and show initiative
- Demonstrating assertiveness
- Capacity for engaging in teamwork and ability to collaborate

In addition to these attributes, the Sheriff is cognizant the Department should be a reflection of the County's demographics and recruitment efforts have emphasized

attracting females, African Americans, and Asian Americans into law enforcement. Based on the Department's statistics, there has been a gradual demographic shift within the sworn ranks.

Table 3: Sheriff's Demographic Comparisons

	Los Angeles County (2013)	Sheriff Department (as of April 1, 2015)	Deputy Sheriff Trainees Hired (1998-2015)	Applicants (last 6 months)
Total	10,053,995	9,411	8,040	6,890
Male	49%	82%	74%	76%
Female	51%	18%	26%	24%
White	27%	41.4%	34.4%	20.5%
African American	9%	9.3%	9.7%	17.0%
Hispanic	48%	42.2%	48.0%	54.0%
American Indian	1%	0.3%	0.2%	0.3%
Asian/Pacific Islander	15%	6.8%	7.6%	7.4%
Other	0%	0.0%	0.1%	0.8%

As previously noted, the Department's recruitment campaign is utilizing diversity oriented focus groups. This mechanism provides the Department with candid conversations with females, African Americans, and with millennial generation academy graduates to identify and understand the law enforcement attributes that resonate with their demographic. Print and digital ads also direct prospective candidates to the Department's social media channels that contain messages about diversity and career opportunities with personalized stories that showcase topics such as female success stories, African American leadership, and the role of family. To further strengthen its outreach, the Department is partnering with faith based organizations, the Black Peace Officers Association, the organization Young Black Men, and a USC student journalism project called "The Guardian Project" which explores the Sheriff's community based policing values.

Recruitment Marketing Budget

The Department's recruitment marketing budget is \$31,000. Five deputy positions have been redeployed from other units to assist in the recruitment efforts. The Department is also absorbing approximately \$200,000 in recruitment event costs and an additional \$250,000 toward the marketing and website campaigns.

Given the limited funding available, the Department is utilizing its inmate print shop to produce recruitment flyers, posters, pamphlets, postcards, and banners. Tens of

thousands of items have been produced with an estimated savings to date of over \$25,000. Additionally, partnerships have been established with the Contract Cities and local businesses, including the Los Angeles Dodgers, for low to no-cost advertisements in local bulletins, newspapers, and electronic billboards.

The Department is also investing in digital media to reach a large scale, but targeted, group of applicants. Compared to traditional face-to-face recruitment at career fairs, digital media provides an innovative and cost effective approach to significantly expand the Department's recruitment efforts beyond the Southern California region. For example, plans are being made to host a national webinar for current military members who might otherwise be unaware of the Sheriff's job opportunities. The Department plans to duplicate this format with college campuses across the country.

The Department believes this marketing campaign is sufficient to increase the number applications received by the department. Should additional resources be required, the Department will return during the Supplemental Changes budget phase.

Application Screening Process

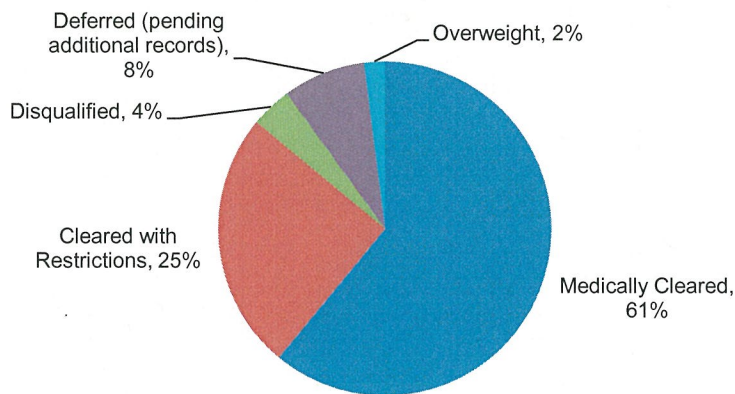
During fiscal year 2014-15, the Department collaborated with the Department of Human Resources (DHR) and County Counsel to initiate a reorganization of their personnel units and the application process for deputy sheriff trainees that improved the turnaround time from 18 months to 8 months between application submission and hire as a recruit. The streamlining of the application process facilitates the Department's ability to fill Academy classes and reduces the likelihood that qualified candidates accept positions with other law enforcement agencies that are able process applications faster. Despite efforts to reduce the turnaround time, the screening of law enforcement applicants is an inherently time and resource intensive process.

As previously noted, the Sheriff is adhering to the established high professional standards and expectations of deputies, including trainees, which will not be jeopardized to meet hiring and staffing needs. Therefore, in order to meet the annual goal of 512 deputy graduates, the Department's recruitment campaign objective is to increase the volume of applications and the corresponding potential pool of qualified candidates.

The Department's application workflow process is reflected in Attachment IV. Based on historical experience, for every 100 applications there are only 3 candidates who meet the Department's hiring standards. Over 75% of applicants fail the initial screening requirements comprised of standard minimum requirements of the position, pre-qualification questionnaire, written test, and physical agility test. Over half of the remaining applicants fail the Department's rigorous background investigation and

administrative review. Only 9% proceed to the final phase comprised of the medical and psychological examination. Approximately half of these applicants either do not pass the psychological exam, are medically disqualified, do not timely meet the required height-weight requirements, or fail to timely submit medical records. According to CEO Occupational Health Programs, approximately 68% of qualified candidates are medically cleared in less than a month.

Chart 1: Occupational Health Programs Medical Clearance Statistics: Deputy Sheriff Applicants



With the anticipated influx of applications generated by the recruitment campaign and the Department's objective to maintain an 8-month application turnaround time, additional staff, including background investigators, are recommended in FY 2015-16 Final Changes budget phase.

Next Steps

The Sheriff, DHR, and CEO are aggressively working to attract a diverse body of qualified recruits to maximize the capacity of all six existing academy classes, and to fill the two new academy classes proposed to be added in FY 2015-16. Filling each academy class with 80 deputy sheriff trainees will require substantially increasing the Department's local and national recruitment profile, as well as maintaining the Sheriff's accelerated background clearance process. DHR and CEO are committed to assisting in that effort, and will work with the Sheriff to periodically report recruitment and background progress.

If this aggressive joint recruiting effort yields more qualified recruits than the Department's target of 80 deputy sheriff trainees per class, the Sheriff can expand each class up to a maximum of 100 seats. This would provide as many as 128 additional new hires per year.

Should the recruitment campaign be even more successful than projected, the Department may potentially have more qualified recruits than can be accommodated by the eight classes. In the event that occurs, we will work with the Department to return to your Board with a Supplemental Budget proposal to add resources to either increase class size or add one more academy track. The current plan to run eight classes fully maximizes all of the Department's existing training resources, adding one more academy track will require a substantial investment in facilities and trainers, specifically for vehicle training and weapons training.

Concurrent to the aggressive effort to expand hiring capacity, the Department will continue to replace sworn with civilian staff as appropriate, which will permit more effective use of sworn staff to fill vacant positions.

Combined, these efforts will address the Department's immediate and long-term staffing demands. As previously noted, it will take approximately six years for the hiring rate to match attrition based on a minimum class size of 80 deputy sheriff trainees. However, the Sheriff, DHR, and CEO have established an ambitious goal to stabilize hiring to the pre-existing vacancy level by the end of FY 2016-17 and, as part of the Department's structural reforms, to achieve a normal level of deputy vacancies by FY 2018-19. Based on the recruitment experience of the next several months, the CEO will report back to your Board with a progress report and an updated plan in the Supplement Budget process.

If you have any questions, please contact Brence Culp at (213) 526-5363, or at bculp@ceo.lacounty.gov.

SAH:BC:DT:cg

Attachments

c: Executive Office, Board of Supervisors
 County Counsel
 Sheriff

ATTACHMENT I

FISCAL YEAR 2015-16 BUDGET REQUEST

	SWORN POSITIONS		TOTAL SWORN	NON-SWORN POSITIONS	TOTAL STAFF REQUESTED
	New Responsibilities	Existing Responsibilities*			
Rosas Settlement	160	25	185	86	271
Johnson Settlement (ADA)	11		11	14	25
DOJ - Custody Mental Health Settlement	62	20	82	41	123
Deputy Sheriff Trainees			0	70	70
CCJV Phase III (Partial)	3		3	2	5
Unincorporated Patrol: Phase 1		67	67	0	67
Other Department Needs	21		21	47	68
FY 15-16 Final Changes Budget	257	112	369	260	629
Transit Service Contract (Pending FY 15-16)	81		81		81
FY 15-16 Total Staffing Needs	338	112	450	260	710

* During FY 14-15, the Board approved interim ordinance budgeted positions for Rosas and DOJ. FY 15-16 Final Changes will incorporate budget and positions into the Department's ongoing budget.

Unincorporated Patrol responsibilities are budgeted and filled with overtime. FY 15-16 Final Changes will replace overtime with corresponding positions.



ATTACHMENT II



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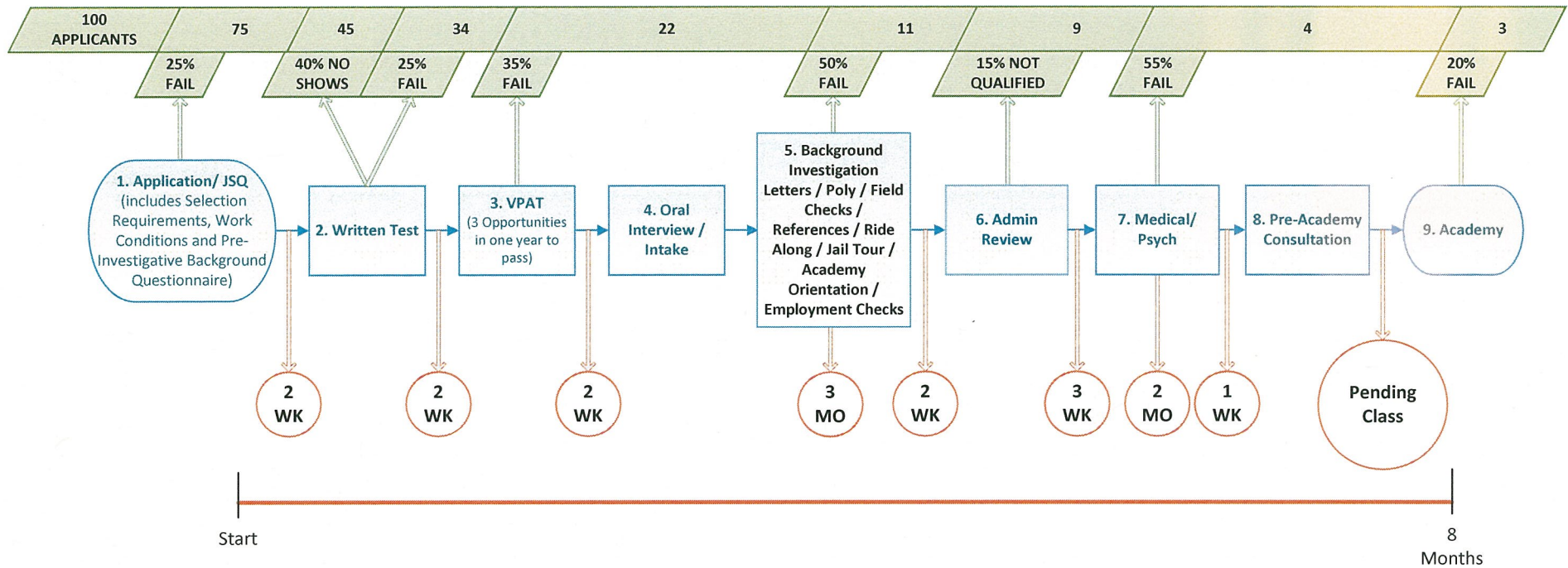
The Sheriff's Department isn't just for men and women who deeply want to see a better tomorrow—it's for those who will not stop until we get there. Our Deputies fight for justice and stand up for change because there is no other way for them to live.

See if you have what it takes to join us.

LASD

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LASD's Deputy Sheriff Trainee Hiring Process, Implemented 08/08/2014



Los Angeles County
Sheriff's Department